



Washington State

# Department of Health

## Human Resource Management Report



Prepared for:  
Mary Selecky, Secretary  
Department of Health

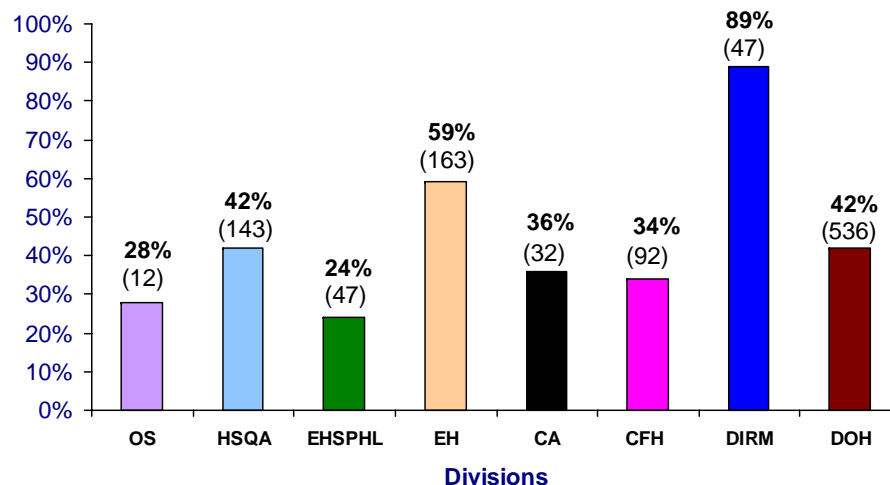
By:  
Office of Human Resources  
Department of Health  
June 2006



# Plan & Align Workforce

Management accountability  
infrastructure

Percent employees with current job/competency descriptions



## Percent supervisors with current performance expectations for workforce management

- WMS positions include performance expectations for workforce management.
- Action Plan COMPLETED:
  - Mary Selecky communicated her expectations to the DOH Senior Management Team (SMT) and Chief Administrators on May 30, 2006.
- The SMT shared that information with management teams and supervisors during June and early July.

## Assumptions:

Timeframe is July 1, 2005 through May 31, 2006

Position description review is done as part of the evaluation process. Data reflects the number of evaluations due/done.

## Action Plan Update:

HR Portal was implemented June 7, 2006. Data is being entered and should be available October, 2006

OS – Office of the Secretary (43)

HSQA – Health Systems Quality Assurance (342)

EHSPHL-Epidemiology, Health Statistics and Public Health Laboratories (195)

EH-Environmental Health (275)

CA-Central Administration (90)

CFH-Community & Family Health (274)

DIRM-Division of Information Resource Management (53)

DOH-Department of Health (1272)

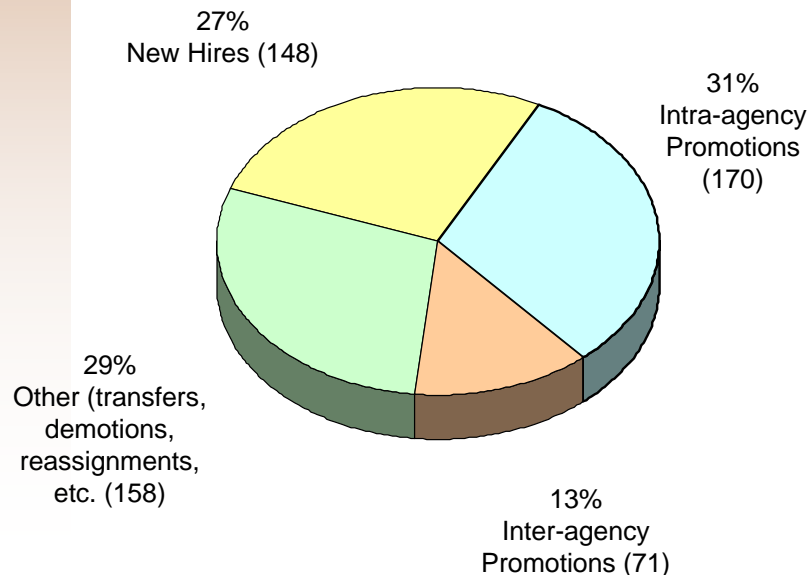


# Hire Workforce

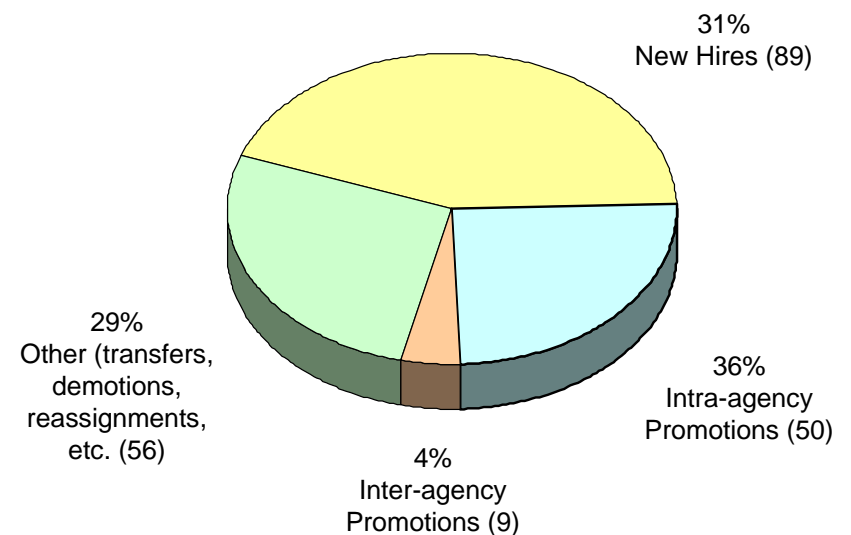
Right people in the right job at the right time

- Estimated Days to fill vacancies Action Plan Update:
  - When there is a candidate pool available, the time from request of a certification to hiring is:
    - DOP Certifications: Average is 57 days
    - DOH Certifications: Average is 20 days
- Candidate Quality Action Plan Update:
  - Pending DOP research of ability to use survey as part of E-Recruiting. **Target:** ON HOLD

**DOH Hiring Balance 2003-05 Biennium**  
(547 total appointments)



**DOH Hiring Balance FY 06 to May 31, 2006**  
(204 total appointments)

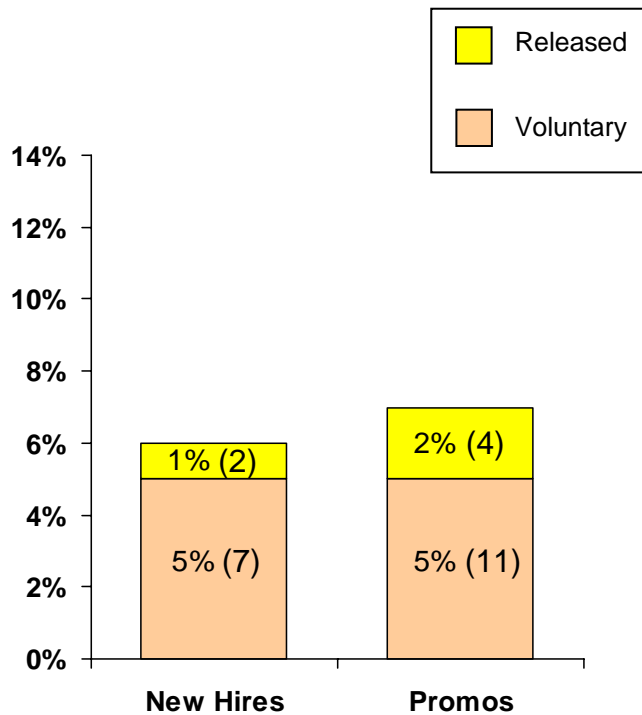




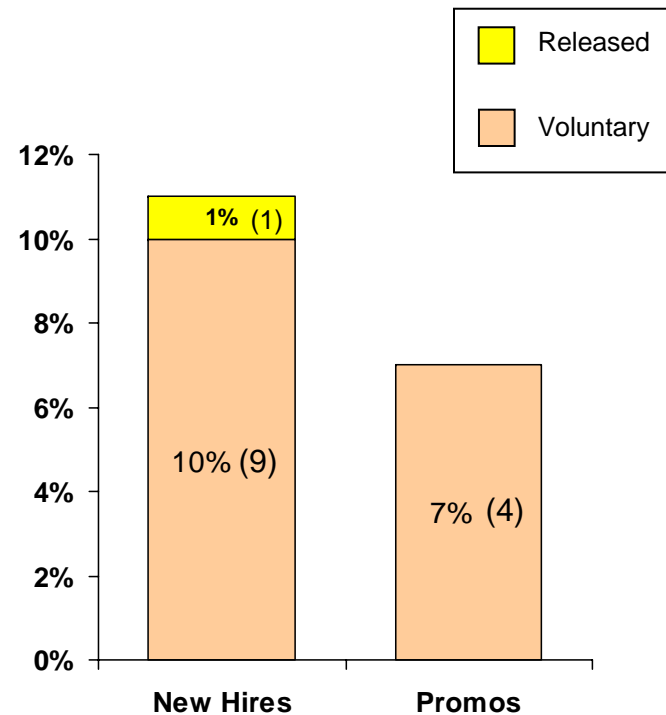
# Hire Workforce

Right people in the right job at the right time

Separation during Review Period  
2003-05 Biennium



Separation during Review Period  
FY 06 to May 31, 2006

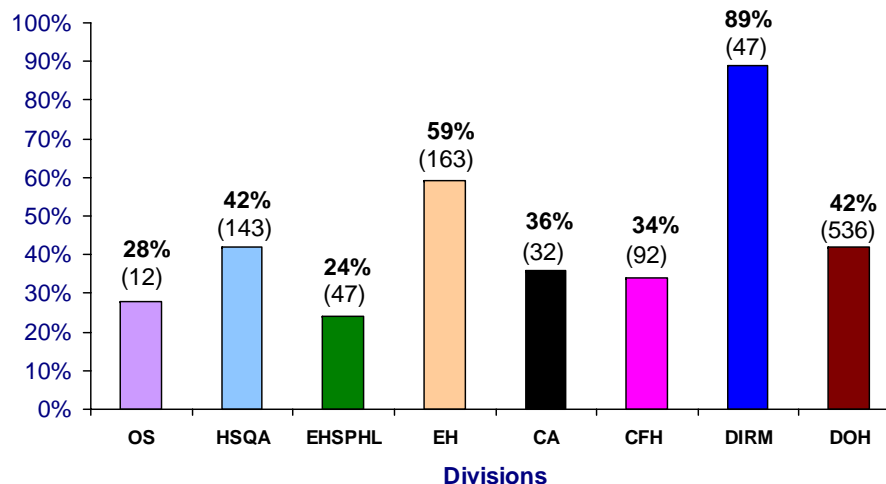




# Deploy Workforce

Employees are motivated and their time and talent is used effectively

Percent employees with current performance expectations



OS – Office of the Secretary (43)

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DOH-Department of Health (1272)

## Assumptions:

Timeframe is July 1, 2005 through May 31, 2006

## Action Plan Update:

Began tracking front loading of performance expectations/training plans in HR Portal June 7, 2006. Data is being entered and should be available October, 2006. Chart data reflects the number of evaluations due/done for this timeframe.



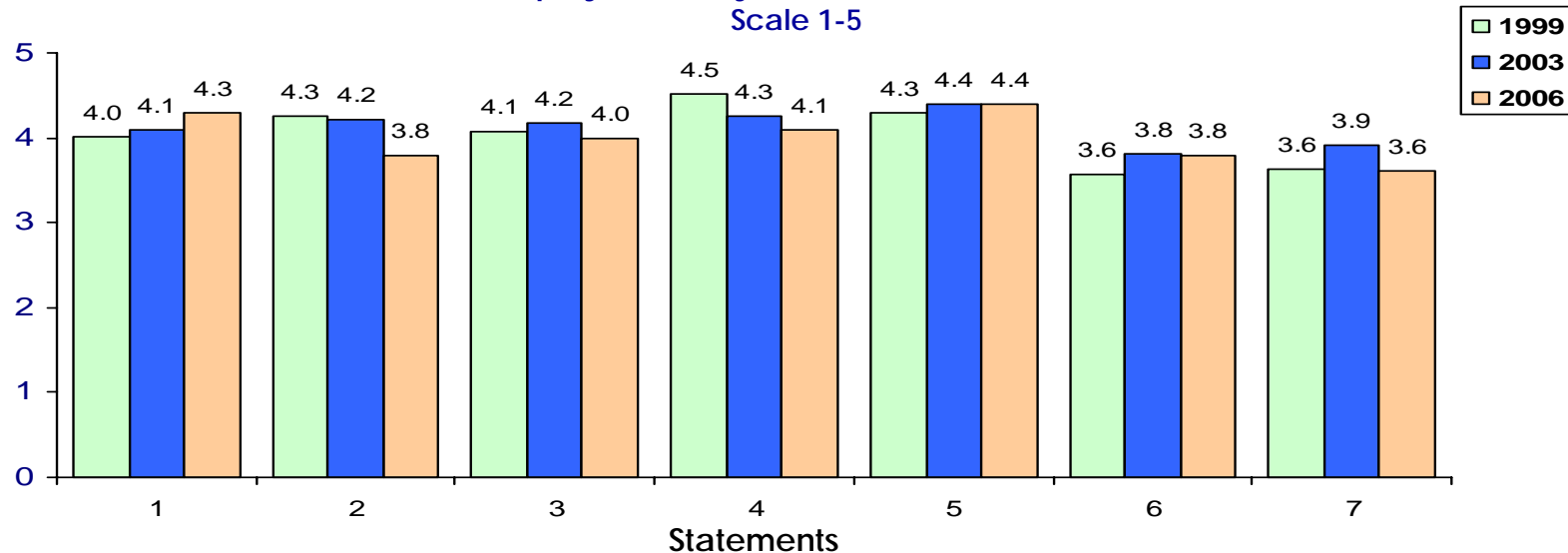
# Deploy Workforce

Employees are motivated and their time and talent is used effectively

**Do employees have day-to-day support to enable successful job performance?**  
(DOH is participating in the 2006 employee survey.)

1. I know what is expected of me at work.
2. I have the opportunity to give input on decisions affecting my work.
3. I receive the information I need to do my job effectively.
4. I have the tools and resources I need to do my job effectively.
5. My supervisor treats me with dignity and respect.
6. My supervisor gives me ongoing feedback that helps me improve my performance.
7. I receive recognition for a job well done.

**DOH employee survey results 1999, 2003, and 2006**  
Scale 1-5

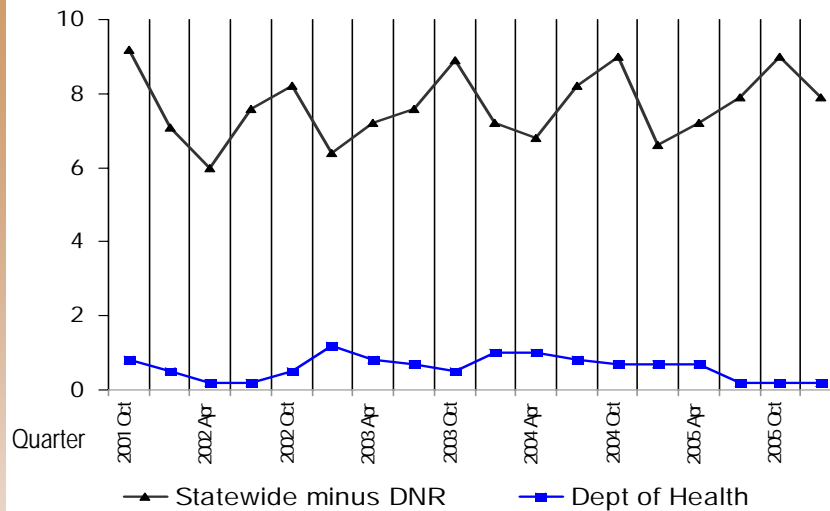




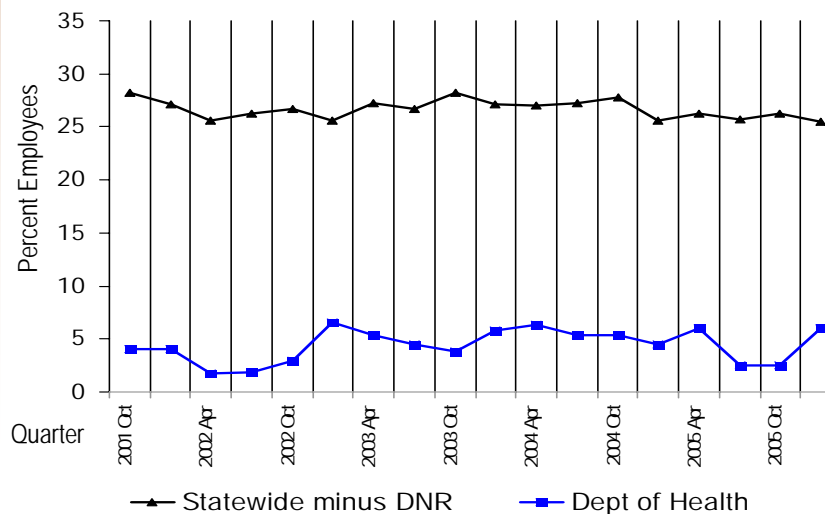
# Deploy Workforce

Employees are motivated and their time and talent is used effectively

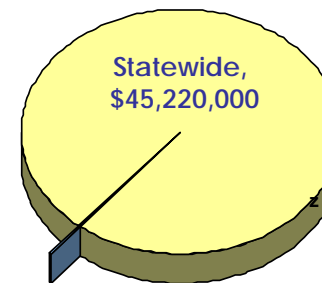
Average Overtime Hours per Employee per Quarter



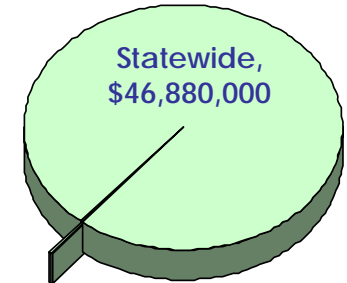
Average Percent Employees Receiving Overtime



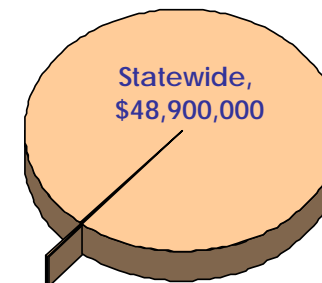
FY 2003



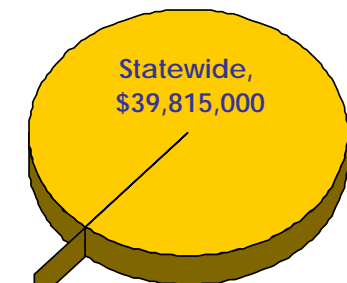
FY 2004



FY 2005



FY 2006 3rd Qtr

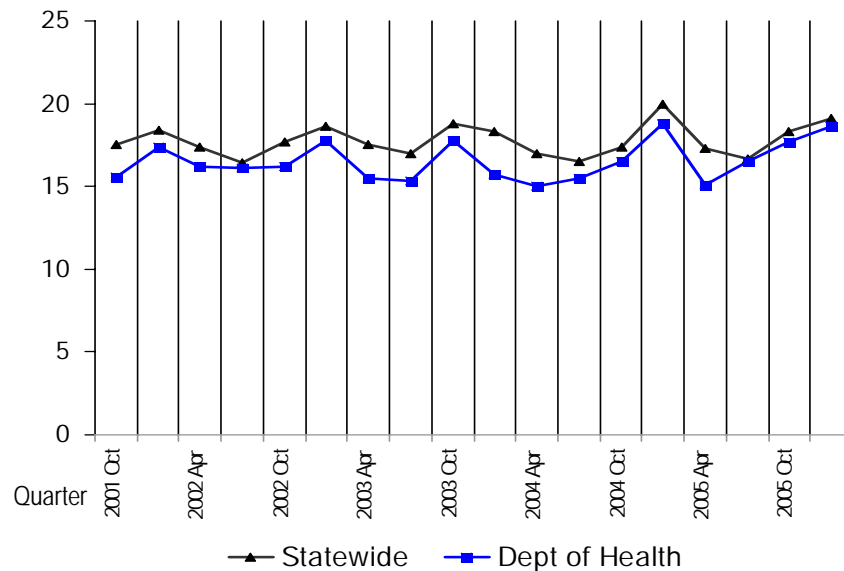




# Deploy Workforce

Employees are motivated and their time and talent is used effectively

Average Sick Leave Hours per Employee per Quarter



## Notes:

- DOH parallels the statewide use, with a lower level of overall use of sick leave hours.
- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and most cashed out leave hours have been removed from this display.

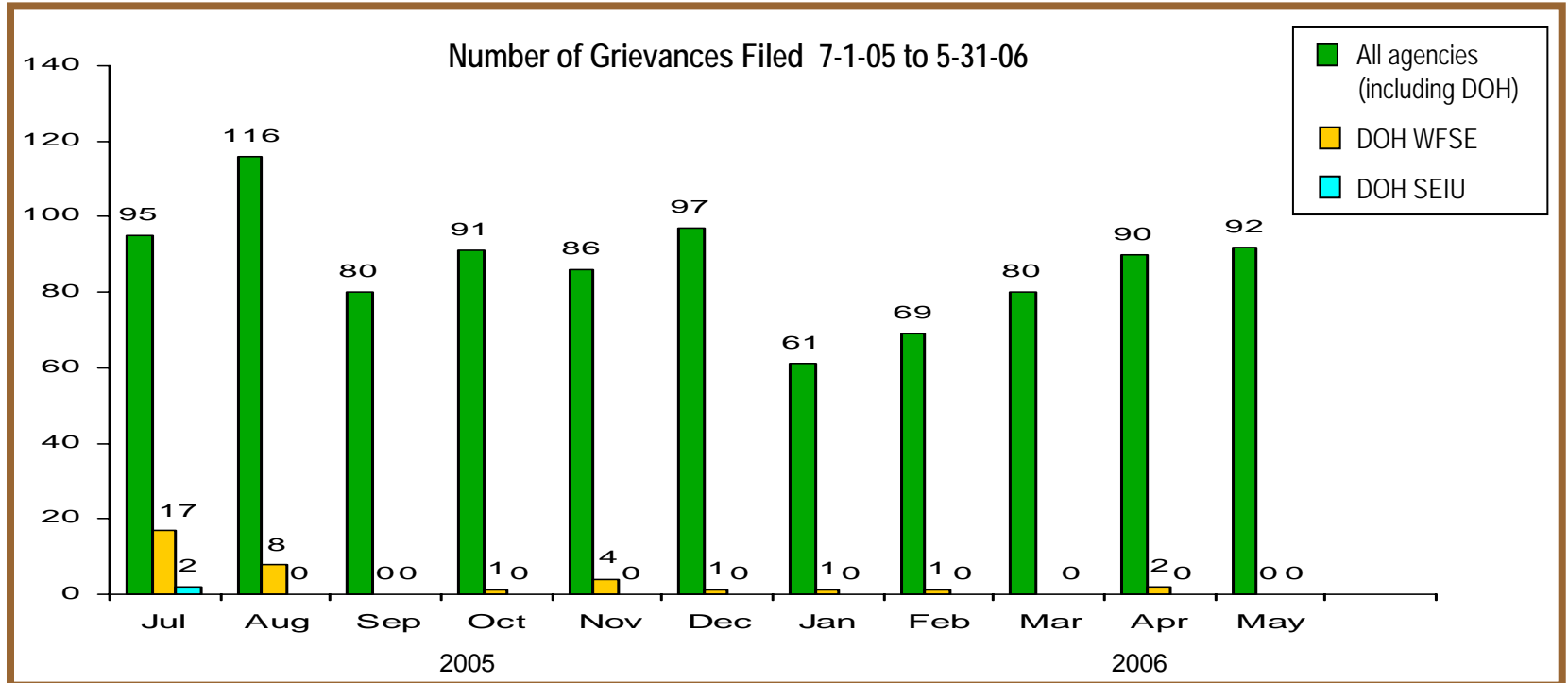
	Per Capita Sick Leave Use		Just Those Who Took Sick Leave	
	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave
Statewide	17.8 hours	74.1%	22.8 hours	95.1%
Department of Health	16.5 hours	68.8%	21.5 hours	89.6%

\*Average since 10/01



## Deploy Workforce

Employees are motivated and their time and talent is used effectively



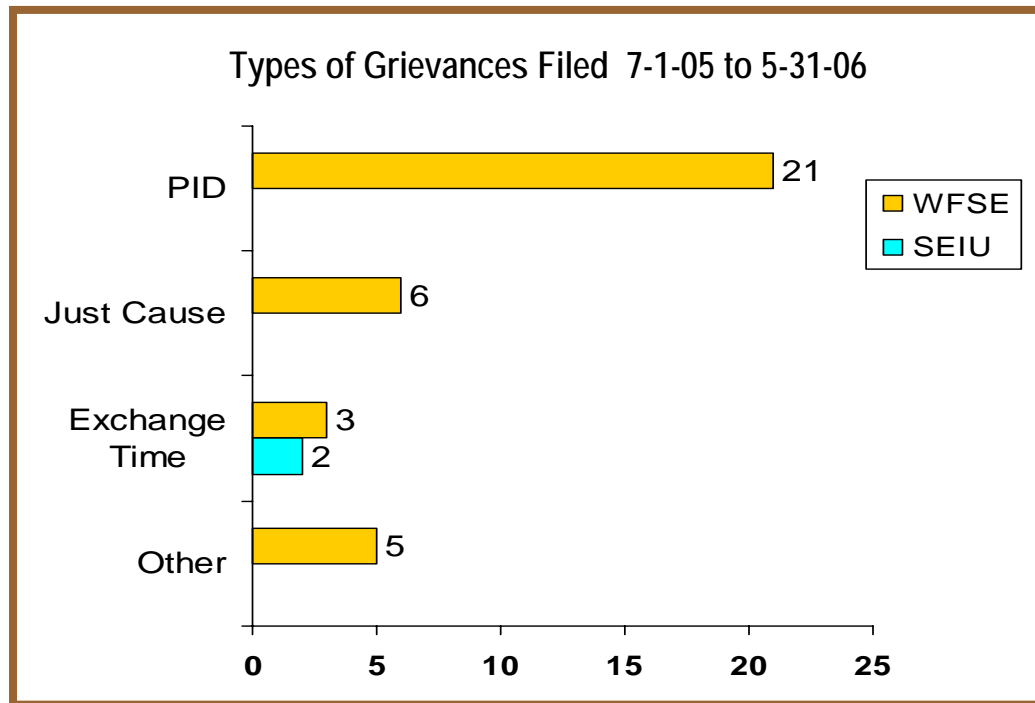
### Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO).
- LRO maintains both agency and statewide data.
- LRO tracks which grievances move to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency.



## Deploy Workforce

Employees are motivated and their time and talent is used effectively



### Notes:

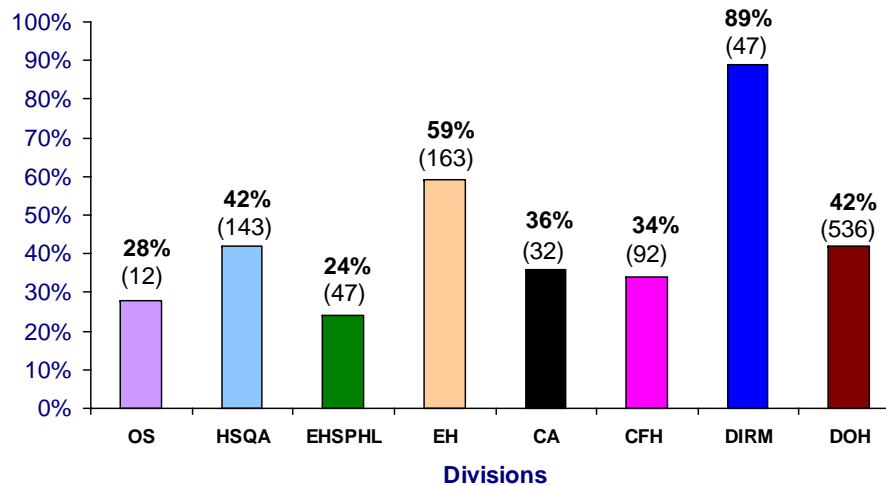
- DOH has seen an overall increase in the number of grievances filed, not unexpected given that the agency was mostly non-represented prior to the Washington Federation of State Employees organizational activities.
- Grievance subjects were primarily linked to collective bargaining agreement transitional issues, although we are starting to see the first of the disciplinary grievances.



# Develop Workforce

Employees are competent for present job, future advancement

Percent employees with current annual individual development plans



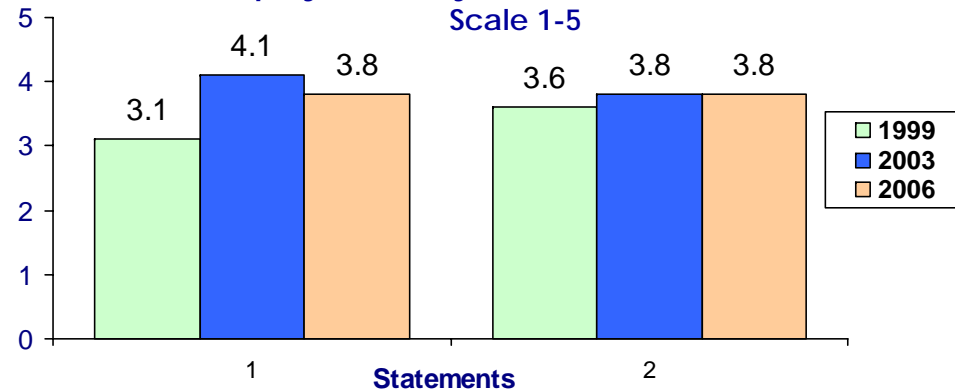
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Source: DOH PACS Database

## Employee perceptions on learning and development

1. I have opportunities at work to learn and grow.
2. My supervisor gives me ongoing feedback that helps me improve my performance.

DOH employee survey results 1999, 2003, and 2006  
 Scale 1-5

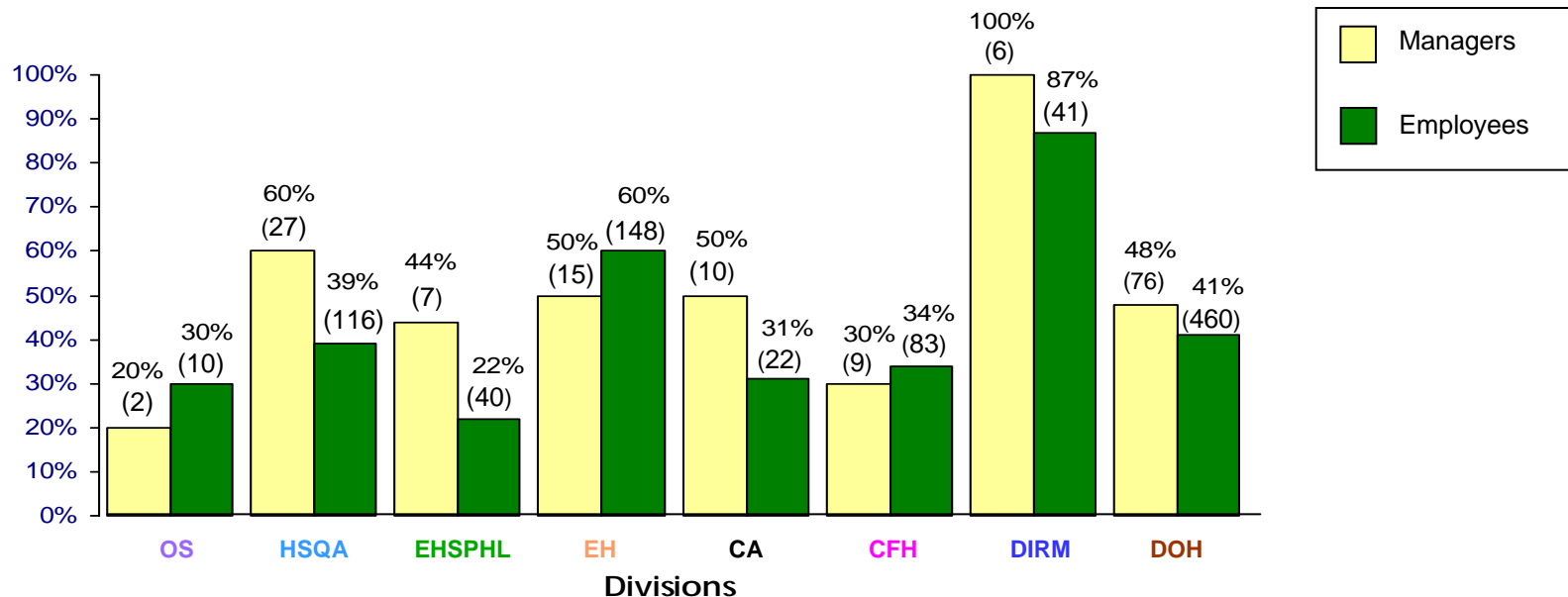




# Reinforce Performance

Successful performance is recognized and employees are held accountable

Percent employees and managers with current annual performance evaluations



OS – Office of the Secretary  
(10 Mgrs) (33 employees)

HSQA – Health Systems Quality Assurance  
(45 Mgrs) (297 employees)

EHSPHL-Epidemiology, Health Statistics and PH Lab  
(16 mgrs) (179 employees)

EH-Environmental Health  
(30 mgrs) (245 employees)

CA-Central Administration  
(20 mgrs) (70 employees)

CFH-Community & Family Health  
(30 mgrs) (244 employees)

DIRM-Division of Information Resource  
Management (6 mgrs) (47 employees)

DOH-Department of Health  
(157 mgrs) (1115 employees)

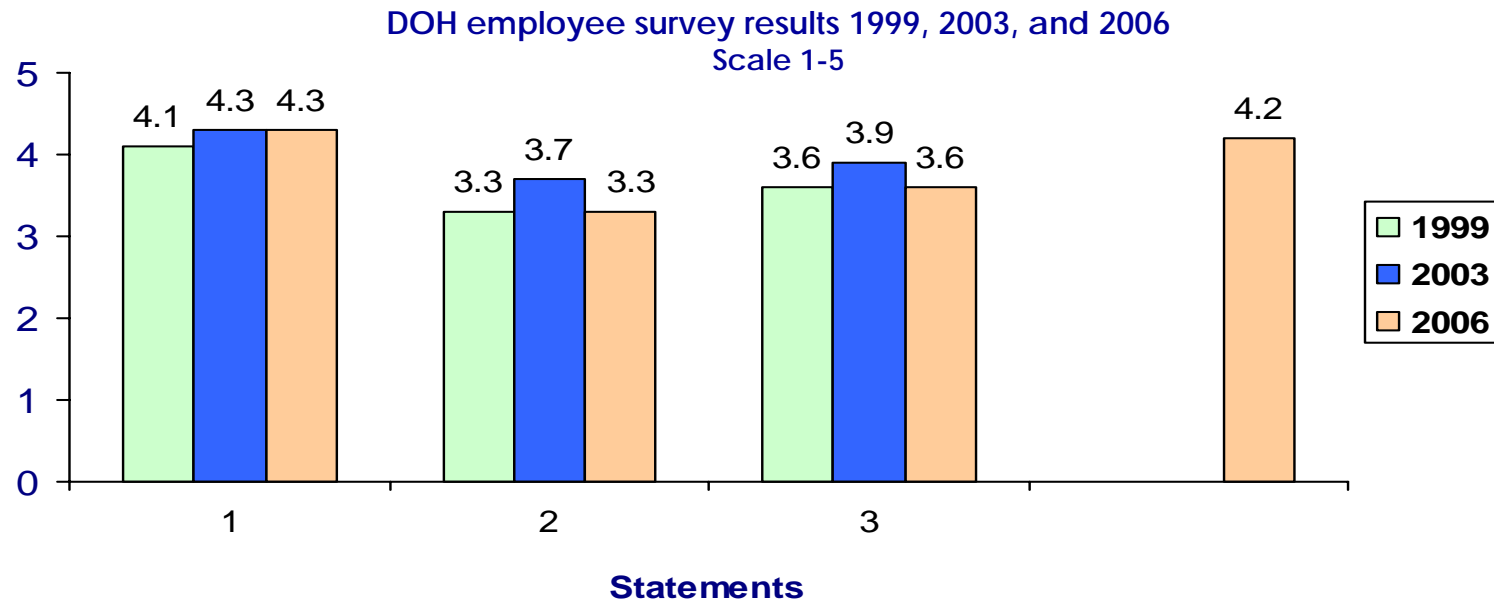


## Reinforce Performance

Successful performance is recognized and employees are held accountable

**Do employees see a meaningful linkage between their performance and the success of the organization?**

1. I know how my work contributes to the goals of my agency.
2. My performance evaluation provides me with meaningful information about my performance.
3. I receive recognition for a job well done.
4. My supervisor holds me and my co-workers accountable for performance. (No data for 1999 and 2003.)

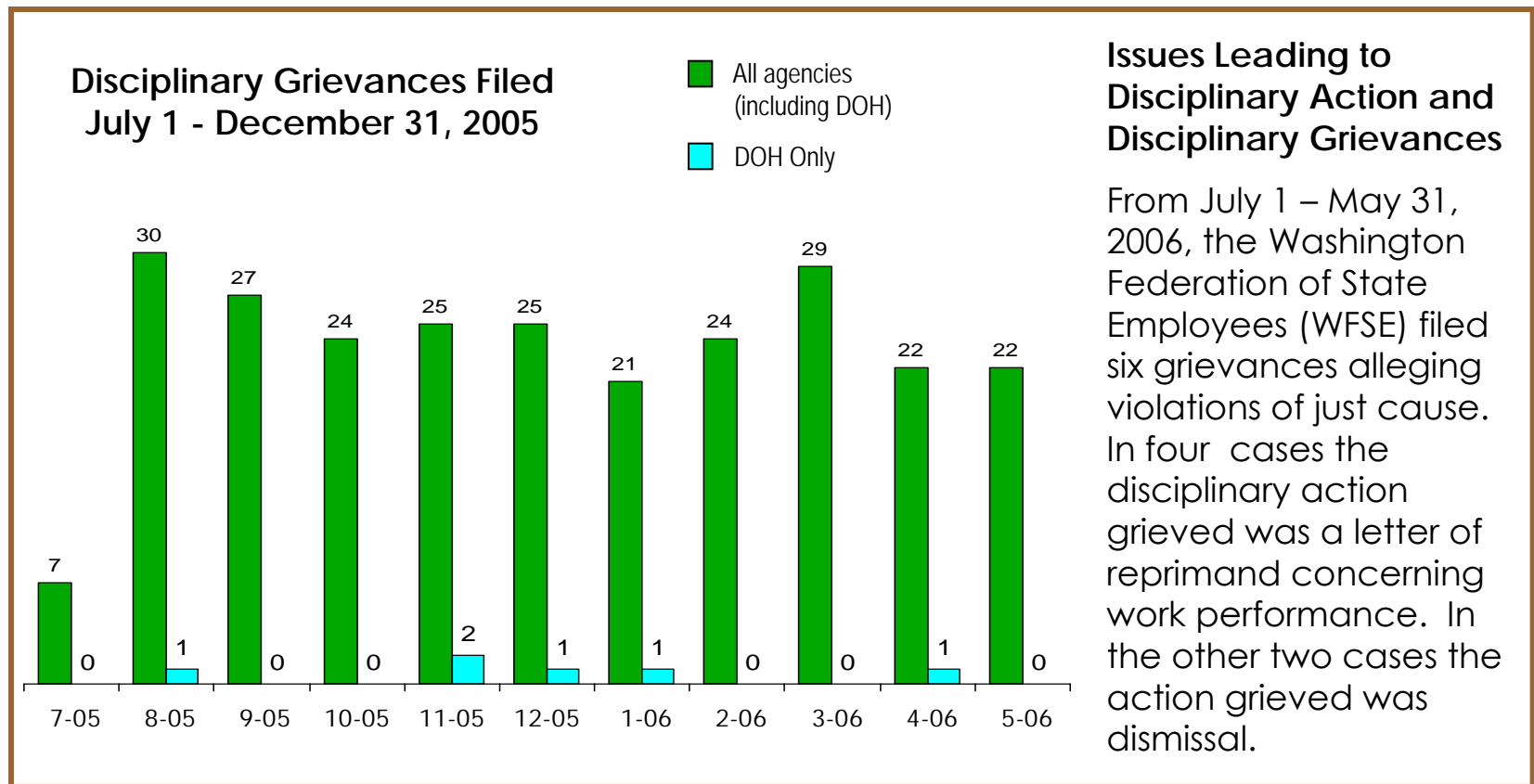




## Reinforce Performance

Successful performance is recognized and employees are held accountable

Disciplinary action: Is poor performance dealt with?



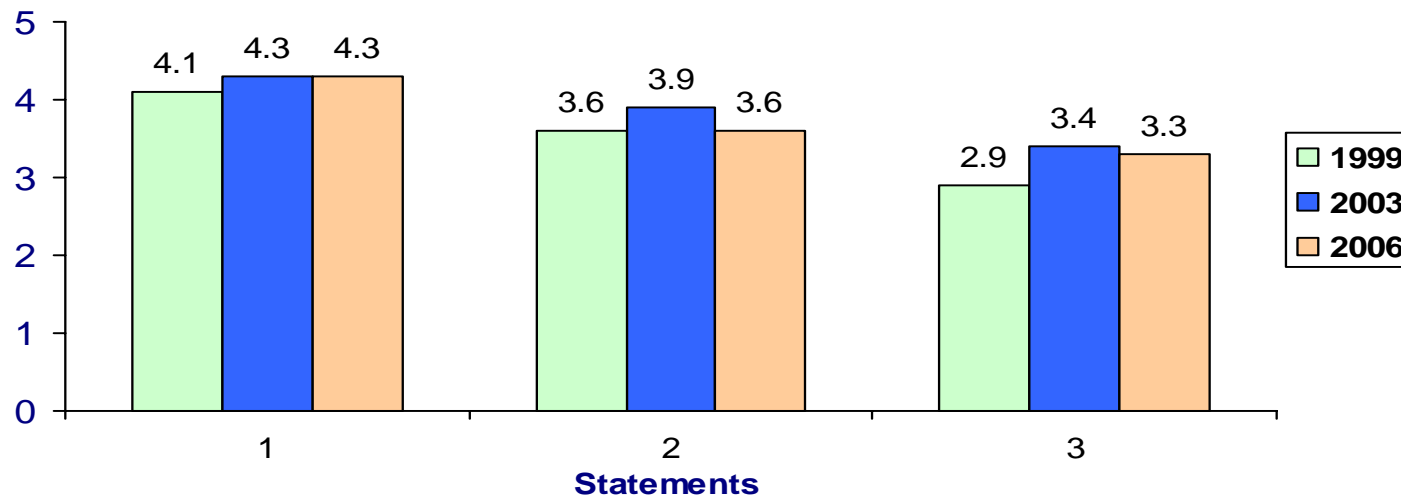


# Ultimate Outcomes

Indicators of Employee Commitment

1. I know how my work contributes to the goals of my agency.
2. I receive recognition for a job well done.
3. I know how my agency measures its success.

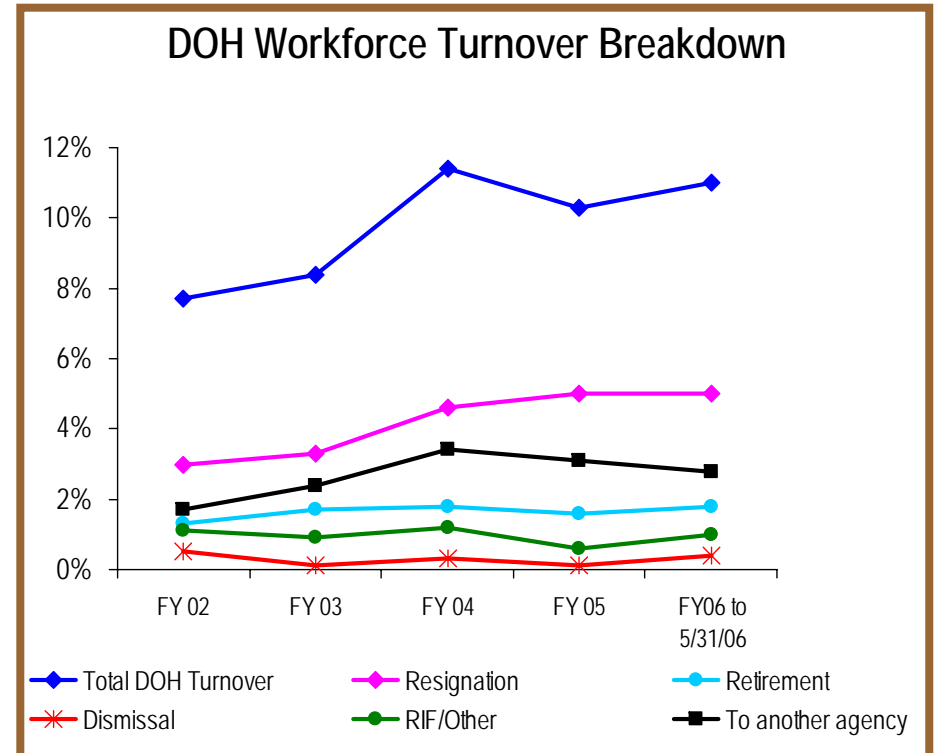
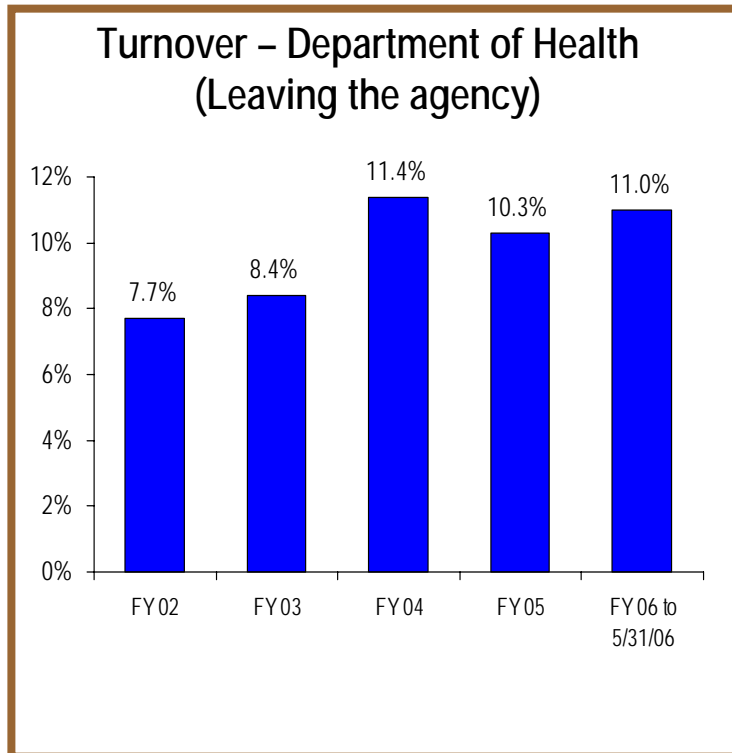
DOH employee survey results 1999, 2003, and 2006  
Scale 1-5





# Ultimate Outcomes

## Indicators of Employee Commitment



Source: DOP Data Warehouse

The turnover rate has slightly decreased since the last report.

The DOH retirement eligibility rate was updated and shows that about 13% of DOH staff are eligible to retire now.



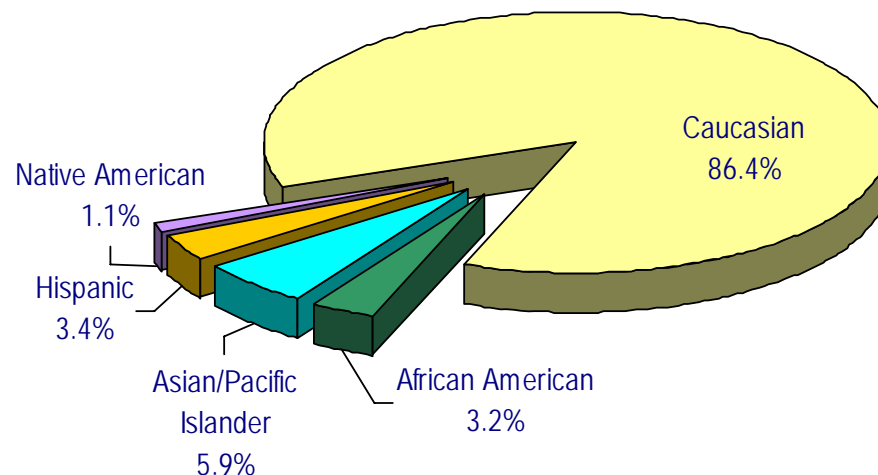
# Ultimate Outcomes

## Indicators of Employee Commitment

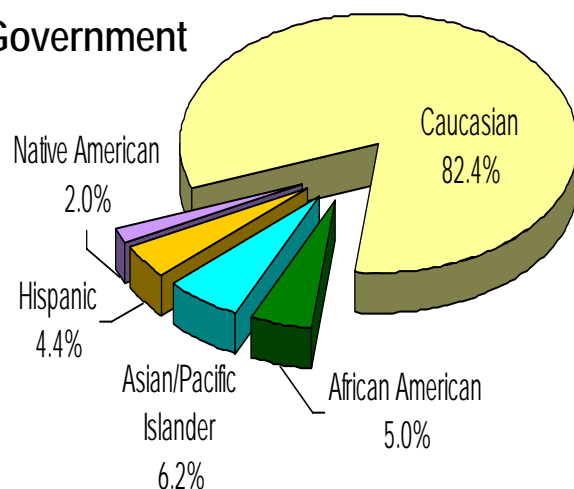
Workforce Diversity – January 1, 2006

Diversity Profile	DOH	State
Women	63.0%	52.0%
Persons with disabilities	4.5%	5.2%
Vietnam Veterans	5.2%	7.3%
Disabled Veterans	0.9%	1.3%
Persons over 40	76.3%	73.1%
People of color	13.6%	17.6%

### Department of Health



### WA State Government



### WA Labor Force

